2013–16 Government of Alberta
STRATEGIC PLAN

Alberta

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Alberta is opportunity. Albertans are working hard to turn opportunity into success, while honouring the responsibility we have to future generations. Our government will continue to create the opportunities our province needs for success while responding to the difficult fiscal realities we face. We are mindful of these realities and will manage them wisely – but we will not allow them to keep Alberta from reaching its full potential.

We need to undertake a once-in-a-generation restructuring – a course correction that realigns not only our budget, but also addresses the larger issues of what Albertans expect from their government, and how those expectations can be met in an effective and sustainable way.

This strategic plan lays out our government's vision to meet the challenges of today, while keeping our long-term focus on the things that matter most – the priorities Albertans have identified:

- investing in families and communities;
- securing Alberta's economic future; and
- advancing world-leading resource stewardship.

The plan includes investing in individuals, families and communities by improving the primary health care system and focusing on infant health and early childhood development. It includes building Alberta's economic future by supporting education and entrepreneurship, and making sure our finances are in order. Finally, it includes expanding our markets and managing resource development responsibly, so that opportunity continues to exist for generations to come.

We will achieve this plan by targeting our resources where they have the most impact and value through a results-based budgeting process. Government will be disciplined but also proactive and forward-looking. We will make responsible changes that put government programs on a sustainable footing, while ensuring that vulnerable people are supported. Government will be open, transparent and accountable to Albertans.

Most of all, government will continue to listen to Albertans and engage with them when decisions are made to ensure that together, we can keep building our province for the future.

The government's plan focuses on three main themes: investing in families and communities, securing Alberta's economic future, and advancing world-leading resource stewardship.

Within these themes, critical areas have been identified where special attention, discipline and effort from government are required to drive meaningful change and results. They are:

- early childhood development;
- primary health care;
- education and entrepreneurship;
- rebalancing the fiscal framework;
- an integrated resource management system; and
- expanded market access for Alberta products.

These are the six focused agenda items that will drive transformational change and build the Alberta of tomorrow.

EARLY CHILDHOOD DEVELOPMENT

Every child in Alberta deserves to have the best possible start in life, with every opportunity to reach their full potential. We know that when children flourish, they are likely to become adults who thrive. This contributes to the collective well-being of the province now and into the future. The foundation for strong and healthy children starts even before they are born. All children need a healthy start, nurturing relationships and safe, supportive environments to grow, learn and thrive. Their future health and success in school, work and relationships depends on it. We know that child poverty, homelessness, family violence and abuse cause some children to be more vulnerable than others. Supports need to be targeted to fit the unique challenges and diversity of Alberta families so all children can succeed. This means a connected early childhood system of evidence-based prevention, early intervention and protection services in communities that supports the healthy development of all children and responds to the very real risks for those who are vulnerable.

The Alberta government will work with families and community partners to help parents give their children every opportunity to realize their full potential.

Efforts will be focused to ensure:

- Children have a healthy start.
- Children realize their full developmental potential when they enter school.
- Parents provide nurturing and stable environments for their young children.
- Children learn, grow and thrive in safe and supportive communities.

To reach success over the next three years:

- Maternal, infant and child health will be improved to support healthy pregnancies, optimize maternal mental health and provide early screening and follow up to support a child's development.
- Alberta parents will be provided with access to leading-edge early years information and practical tools that help support their child's development.
- Families experiencing periods of vulnerability will be assisted to provide healthy, safe, nurturing experiences for their children and protect children who are not safe.
- A "made in Alberta" early years approach will be developed to provide responsive early learning and care options that help children to reach their developmental potential by the time they enter school.
- Communities will be supported to develop a cohesive and accessible system of neighbourhood supports where families can get the right supports at the times they need it most.

Success will be measured by:

- More women experiencing healthy pregnancies.
- More children realizing their developmental potential in the first years of life.
- More Alberta parents who are confident in their parenting role and how their child is developing.
- More communities working together to increase access to the right services, at the right time to meet the needs of families.

PRIMARY HEALTH CARE

All Albertans deserve a home in the health care system – a place where they have access to the health professionals they need, when and where they need them. Primary health care goes beyond caring for people when they are sick. It encompasses prevention and screening as well as necessary social supports that contribute to health, including links and alliances with schools, housing, and parenting supports. Primary care must be connected to other parts of the health system such as acute care and specialist services so that people are supported wherever they seek care.

Primary Care Networks have been the main model of primary health care delivery in Alberta in recent years. They provide access to physicians and other health practitioners such as nurses, dieticians, pharmacists and mental health workers. Alberta is opening a new "front door" to the health system with the commitment to open family care clinics. Family care clinics complement the options already available to Albertans, including Primary Care Networks, emergency care and traditional family physician practices. Each family care clinic will be designed to meet the needs of its community, with health teams that offer the services the community needs most. They will also have extended hours, so people will not have to rely on emergency room visits for after-hour care.

Primary Care Networks continue to evolve. To improve access to primary care, clinics will work to meet common standards, and some clinics will move toward offering a broader range of services as needed by their communities.

Family care clinics and Primary Care Networks are two important ways Albertans can have a home in the health care system, one where they can develop relationships with team members who know them and are dedicated to helping them stay healthy.

Efforts will be focused to ensure:

- All Albertans have a health home.
- Albertans have timely access to a primary health care team.
- Clinical and social supports are integrated to promote wellness, provide quality care based on proven treatments, and effectively manage chronic disease.
- Albertans are empowered and have the supports to improve and manage their health.

To reach success over the next three years:

- Family care clinics will be established around Alberta.
- A Primary Health Care Strategy and Action Plan will be developed and implemented.

Success will be measured by:

- An increase in the per cent of Albertans with access to a health home.
- An increase in patient satisfaction with primary health care.
- A decrease in the per cent of Albertans reporting that they accessed an emergency department as they did not believe they had an alternative.
- Demonstrated integration of primary health care and social support services.

EDUCATION AND ENTREPRENEURSHIP

The world is changing at an unprecedented pace. The economic and intellectual centre of gravity is shifting away from traditional economic powers in the West, and the pace at which knowledge and technology are advancing is altering how the world does business. Albertans have always been innovators and leaders, resilient and resourceful. These are the qualities that built the province and remain critical to Alberta's continued future success. Alberta's path for a successful and dynamic economy that can compete in, and contribute to, the global knowledge economy requires having the right people with the right skills. Future success also requires strong strategic relationships between government, post-secondary institutions, the research and innovation system and the province's entrepreneurial business sector. Increased collaboration and partnerships will strengthen the ability to set and achieve clear provincial objectives and enable Alberta to prepare for the challenges, and take advantage of the opportunities, of a global economy.

Government is committed to working with its partners to build the foundations that ensure Alberta remains a place where innovation, business excellence and opportunity result in investment, a broader economic base and prosperity, and where Albertans are able to create the futures they see for themselves.

Efforts will be focused to ensure:

- Post-secondary students graduate with the knowledge and skills that they need to excel in the economy of today and tomorrow.
- Partnerships across the post-secondary, research and innovation and business sectors leverage efforts to achieve critical provincial objectives and engage in the global economy.
- The research and innovation agenda supports Alberta's key current and future economic sectors.

To reach success over the next three years:

- Government's partnerships with post-secondary institutions, the research and innovation sector and industry will be strengthened and focused on setting and achieving strategic objectives.
- Small and medium-sized businesses will be supported to grow and excel in global markets.
- The province's research agenda will be renewed.

Success will be measured by:

- A lower unemployment rate for underemployed groups.
- Improved levels of educational attainment for high school and post-secondary education.
- Growth in business start-ups and innovative ventures.
- Growth in value-added economic opportunities.
- Higher economic stability and resilience.

REBALANCED FISCAL FRAMEWORK

The Alberta government undertook extensive consultations on the rules government places on itself for spending, saving and managing its budget – its fiscal framework. Government listened to Albertans and *Budget 2013* reflects what we heard and is accompanied by new legislation.

Albertans told government that it is important to balance short-term savings, that smooth out volatile revenues, and long-term savings, like the Heritage Fund, to support continued prosperity for the people of the province. Over two-thirds of Albertans who undertook the Dollars and Sense on-line survey supported planned savings every year, irrespective of the fiscal situation. Further, Albertans agreed that it makes sense to borrow for infrastructure projects (like taking out a mortgage on a home) instead of paying all the costs up-front.

An updated and rebalanced fiscal framework will strengthen government's ability to smooth out the impacts of economic cycles on provincial programs, and ensure the long-term viability of core programs and economic supports. Budget documents and quarterly updates will reflect these changes and provide Albertans with information to support a greater understanding of the connection between economic growth in the province and the government's fiscal situation.

Efforts will be focused to ensure:

- The province's stabilization fund (renamed the Contingency Account) reaches 15 per cent of operational revenue in order to effectively manage short-term revenue volatility.
- The province's dependency on non-renewable resource revenue is reduced.
- A clear delineation is made between spending for operating and that for capital, reflecting the long-term benefits that come with investing in infrastructure.
- Albertans understand and support government's policies on savings (short and long-term), its forecasting of non-renewable resource revenue, and rules /guidelines on overall government spending and balanced budgets.

To reach success over the next three years:

- A new allocation policy for non-renewable resource revenue will be implemented.
- New savings policies for both short-term fiscal stabilization and long-term benefits to Albertans will be implemented.
- Rules on balanced budgets and overall government expenditure growth will be supplemented by implementation of results-based budgeting.
- Financing of capital spending will take advantage of government's AAA credit rating and be fiscally responsible.

Success will be measured by:

- A lower proportion of Alberta's non-renewable resource revenue required to support the province's annual operational budget.
- An increase in Alberta's net assets.
- A capital plan that supports the priorities of Alberta and is fiscally responsible.
- Continued AAA credit rating for the province.
- Increased understanding and support among Albertans for the province's fiscal and savings policies.

AN INTEGRATED RESOURCE MANAGEMENT SYSTEM

Alberta's natural resources are a source of jobs, economic development and the prosperity that sustains Albertans' high quality of life. Alberta's resources must be developed responsibly, taking into account not only economic outcomes, but also the long-term social and environmental results Albertans want. This means ensuring sustainable development creates a legacy for future generations of Albertans.

Some of the elements of an Integrated Resource Management System are already being put in place. Regional land-use plans are being established across Alberta's seven regions, starting with the *Lower Athabasca Regional Plan*, which will ensure Albertans are consulted on all land uses within a region (agriculture, forestry, energy development, recreation and conservation) and how they will fit together. A Property Rights Advocate has been appointed to ensure the rights of landowners are balanced with the public interest, and legislation has been passed that will enable the establishment of an arm's length single body to regulate oil, gas, oil sands and coal development. Having a transparent one-window approach will improve regulatory efficiency, consistency, effectiveness, and enforcement. The responsibility for holding industry accountable will be centralized and it will be easier for landowners to participate in the process. At the system level, government will simplify the existing complex processes for future resource development and set the environmental, economic and social outcomes that Albertans expect for future development of the province's natural resources.

Integrated resource management is about doing things right today, and tomorrow. It is about developing the province's resources responsibly and sustainably to provide optimal benefits to the Albertans of today and tomorrow, while protecting the province's environment.

Efforts will be focused to ensure:

- Parameters for land-use are clear and meet the unique needs of Alberta's regions.
- Alberta has a clear, integrated, effective and efficient regulatory system.
- Alberta has a comprehensive, science-based environmental monitoring system that provides transparent, trusted and publicly accessible data.
- Albertans' property rights are respected.

To reach success over the next three years:

- Land-use plans will be developed that outline the unique outcomes for land development in five of Alberta's seven regions.
- A world-class environmental monitoring and open information system will be developed.
- A single regulator will begin operations to review, process, monitor and manage the cumulative effects of energy projects within Alberta's regions.

Success will be measured by:

- Energy projects are reviewed in a cumulative context using management frameworks and strategic regional assessments.
- More effective and efficient regulatory review processes for in situ projects in oil sands regions in the context of regional, cumulative outcomes.
- Transparent information showing environmental monitoring results and outcomes achieved will be made available to all Albertans.

MARKET ACCESS

Alberta is an exporting province known for our oil, beef, agriculture and lumber. Traditionally, Alberta has relied on North American markets, especially the United States, to buy its products. But having only one major market puts our economy at risk. The lasting recession and increased energy production in the U.S. have led to reduced demand and lower prices for many of our products – especially energy. By developing and growing new markets in other parts of the world for oil and gas, as well as for agriculture and forestry products, Alberta could receive higher international prices for its exported goods and services. Higher prices would generate more economic opportunity and investment in Alberta, resulting in more jobs and increased revenues to support the quality of programs, services and infrastructure that Albertans want.

To fully realize this potential, Alberta must address the barriers that are keeping us from reaching new markets. In some cases, these barriers are physical, such as a lack of infrastructure (including pipeline, rail and port capacity) to get our products to market. In other cases, the barriers are a result of misconceptions about our products. For Alberta's products to be welcomed in global markets, they need to be recognized as being produced responsibly, respecting the environment and reducing the social impact that sometimes comes with economic development.

Albertans know that having a wealth of resources comes with the responsibility to be good stewards of those resources. That is why Alberta is working with provinces to develop a Canadian Energy Strategy to ensure that our country's energy resources are developed responsibly, create long-term jobs and build Canada's position as a global energy leader. In addition to opening new world markets, a Canadian Energy Strategy can advance Alberta and Canada's reputation as the world's most responsible developer of natural resources. Alberta has the potential to be a leader in clean and green energy, energy knowledge, conservation and innovation.

Improved market access for our products and resources will create new opportunities for growth while building a responsible, sustainable future for all Albertans.

Efforts will be focused to ensure:

- Over the next three years, Alberta expands its export market beyond North America.
- Over the next seven years, Alberta businesses and government have removed barriers to international markets by working together.
- Over the next ten years, Alberta has expanded market access that captures international market prices for the province's exported goods and services.

To reach success over the next three years:

- Cooperative approaches will be developed to expand Alberta's multi-lateral and bi-lateral partnerships.
- Trade agreements will be negotiated, implemented and managed in a way that promotes the free flow of goods, services, people and investment, both within Canada and internationally.
- An oil market diversification campaign will be conducted to tackle the most urgent challenges to gain market access and diversification for crude oil, inside and outside North America.

Success will be measured by:

- Volume of Alberta resource exports outside North America increases in three years.
- Public assurance that Alberta's resources are developed and transported in a sustainable way.

Government's focused agenda described in the first half of the strategic plan is intended to respond to the challenges of today, including difficult fiscal circumstances caused by falling non-renewable resource revenue, while positioning Alberta for long-term success, stability and prosperity.

While these six transformational initiatives represent the government's primary strategic focus over the life of this plan, the ongoing business of government remains critical in providing the quality programs and services that contribute to Albertans' high quality of life. They are described in the following pages, under government's seven goals. Each goal has associated performance measures and indicators. Performance measures illustrate what progress is being achieved relative to desired targets, while indicators help outline the broad context relating to each goal.

GOAL 1: HONOUR ALBERTA'S COMMUNITIES

Alberta's communities are safe, prosperous, welcoming, culturally diverse and desirable places to live or destinations to visit.

Alberta's success starts at the community level, those places Albertans call home. Communities are where life happens, whether someone is participating in an arts activity, learning about local history or being active in recreation and sport. These activities and Alberta's natural landscapes are also what draw visitors to enjoy all that Alberta has to offer. Government will invite Albertans and others across the country and around the world to experience Alberta and its rich offerings.

Government is committed to supporting municipalities, both urban and rural, to ensure Albertans are proud of where they live, and to enhancing their quality of life through support to culture. Alberta's government will continue building safe communities, making streets even safer and empowering at-risk individuals to achieve a better quality of life.

Action to Honour Alberta Communities

In 2013-2014, government will:

- Establish a Premier's Council on a New Provincial-Municipal Partnership to clarify and strengthen the provincial-municipal partnership (Municipal Affairs).
- Develop a Culture Plan to promote sustainability and long-term growth of the culture sector (Culture).
- Develop an after school recreation strategy for Alberta's school children (Tourism, Parks and Recreation).

Over the next three years, government will:

- Grow Alberta as a tourism destination (Tourism, Parks and Recreation).

Measuring Performance on Goal 1: Honour Alberta's Communities

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2013-14	Target 2014-15	Target 2015-16
Volunteerism					
Percentage of adult Albertans who volunteered in their community	80.4%	2011-12	80%	80%	81%
Participation in the Arts					
Percentage of adult Albertans who participated in arts activities or events	86.0%	2011-12	90%	90%	91%
Participation in Recreational Activities and Sport					
Percentage of adult Albertans who participated in recreational activities and sport	84.8%	2011-12	85%	86%	86%
Tourism Expenditures					
Total tourism expenditures in Alberta ($billions) *Estimate	$7.9*	2011	$8.4	$8.6	$8.8

Setting the Context for Goal 1: Honour Alberta's Communities

INDICATORS	2007	2008	2009	2010	2011
Crime Rates					
Violent Crime Rates (per 100,000 population)					
Alberta	1,498	1,541	1,513	1,476	1,405
Canada	1,352	1,331	1,318	1,287	1,231
Property Crime Rates (per 100,000 population)					
Alberta	6,055	5,711	5,336	4,908	4,371
Canada	4,519	4,249	4,110	3,824	3,520

GOAL 2: SUPPORT VULNERABLE ALBERTANS

Vulnerable Albertans are safe, and have opportunities to contribute to and benefit from Alberta's economic, social and cultural life.

A successful Alberta is one in which every Albertan is empowered to be part of the economic, social and cultural life of the province. This is true at every age and for every situation, from young children, and those with disabilities, to Alberta's senior citizens. Everyone, with the right support, can enjoy the opportunities Alberta provides.

Government is committed to working together across ministries and with service delivery and community partners to provide the right supports and achieve outcomes that make a positive difference in Albertans' lives and assist those who need it most. Government will provide appropriate assistance to help vulnerable Albertans respond to the challenges they face and achieve their full potential with confidence and dignity.

Action to Support Vulnerable Albertans

To date, government has:

- Developed a Social Policy Framework to guide planning and decision-making regarding social policy in Alberta (Human Services).
- Streamlined the process for Alberta's first responders to receive Workers' Compensation Board coverage for Post-Traumatic Stress Disorder (Human Services).
- Established the Alberta Interagency Council on Homelessness (Human Services).

In 2013-2014, government will:

- Implement an information sharing strategy that allows front-line support staff to share information to support the best service possible for Albertans (Human Services).
- Implement *Addressing Elder Abuse in Alberta* (Health).
- Increase awareness of Fetal Alcohol Spectrum Disorder and access to related supports and services (Human Services).

Over the next three years, government will:

- Work with partners to eliminate child poverty in Alberta in five years, and to reduce overall poverty in 10 years (Human Services).
- Build opportunities and provide supports for Aboriginal Albertans transitioning from rural to urban centres (Aboriginal Relations).

Measuring Performance on Goal 2: Support Vulnerable Albertans

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2013-14	Target 2014-15	Target 2015-16
Support for Albertans with Low Incomes Who Need Temporary Help					
Percentage of participants employed after leaving income support	64%	2011-12	70%	70%	70%
Family Enhancement and Child Protection Services					
Percentage of children and youth who received child intervention (family enhancement or protective) services and did not require protective services within 12 months of file closure	88%	2011-12	88%	88%	88%
Skills Training and Development					
Percentage of clients reporting they are either employed or in further education or training after leaving a skills training program	77%	2011-12	77%	77%	77%
Aboriginal Employment					
Difference between the unemployment rate of Aboriginal Albertans living off reserve and other Albertans	5.8 percentage points	2011	6.0 percentage points or less	5.5 percentage points or less	5.0 percentage points or less

Setting the Context for Goal 2: Support Vulnerable Albertans

INDICATORS		
Employment Status of Albertans with Disabilities	**2006**	
Percentage of persons with disabilities employed	67%	Updated results are expected in 2013 through the National Survey on Disability.
Percentage of persons without disabilities employed	81%	

GOAL 3: HEALTHY ALBERTANS

Alberta's health care system gives Albertans the supports they need to lead healthy lives.

Understanding and delivering an efficient health system that Albertans need is paramount to Alberta's success. Continuing to improve access to emergency departments and surgeries, involving more health professionals in primary health care (e.g. pharmacists), and providing more tools and supports so Albertans can be healthy and take charge of their health are changes Albertans expect. These will be changes that Albertans can see; taking place right at the ground floor and in areas that will most benefit individuals and families.

Government is committed to improving the primary health care system to ensure the supports that Albertans need and want are easily accessible. Supporting activities and initiatives that prevent, detect and manage chronic diseases and prevent injury will improve the quality of life of Albertans. At the same time, additional continuing care spaces will ensure that Albertans are able to live in the right place with the right supports, close to family and friends.

Action to Support Healthy Albertans

To date, government has:

- Implemented a 'fast-track emergency room model' to direct, screen and treat emergency room patients faster (Health).
- Opened family care clinics in Edmonton, Calgary and Slave Lake (Health).

In 2013-2014, government will:

- Implement a long-term plan to promote wellness and disease prevention, including Wellness Alberta – A Strategy for Action (Health).
- Promote a strong foundation for public health including strategies to reduce mental illness and addictions and to ensure healthy weights for children and youth (Health).
- Expand Albertans' access to pharmacists as front-line health care professionals for medication, chronic disease assessment and management support to improve health outcomes and sustainability in the health care system (Health).
- Support cost-free access to insulin pumps for eligible Albertans with Type 1 diabetes (Health).
- Develop an online tool to provide Albertans with key information on continuing care facilities in Alberta, such as wait time, available services and accommodation fees (Health).

Over the next three years, government will:

- Continue to expand the use of electronic health records (Health).
- Expand continuing care opportunities including community-based hospice/palliative care (Health).
- Fund an additional 1,000 long-term continuing care spaces per year (Health).

Measuring Performance on Goal 3: Healthy Albertans

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2013-14	Target 2014-15	Target 2015-16
Satisfaction with Health Care Services Received					
Percentage of Albertans satisfied or very satisfied with health care services personally received in Alberta within the last year	62%	2011-12	65%	70%	70%
Access to Continuing Care					
Number of persons waiting in an acute care hospital bed for continuing care	467	2011-12	300	250	250
Number of persons waiting in the community for continuing care	1,002	2011-12	800	750	750
Halthy Alberta Risk Trend Index (HARTI)*					
Average number of health risk factors per person aged 20–64 years	2.17	2011	2.11	2.05	1.99

* The HARTI is calculated using six self-reported indicators of health behaviours known to be risk factors for health, including life stress, body mass index, fruit and vegetable consumption, physical activity, smoking status, and frequency of heavy drinking.

Setting the Context for Goal 3: Healthy Albertans

INDICATORS					
Potential Years of Life Lost	**2005-07**	**2006-08**	**2007-09**	**2008-10**	**2009-11**
Age-standardized potential years of life lost, per 100,000 population, 0–74 years, all causes	5,144	5,053	4,936	4,741	4,510
Avoidable Mortality Rates					
Age-standarized avoidable mortality rates, per 100,000 population, by selected causes of death	**2005-07**	**2006-08**	**2007-09**	**2008-10**	**2009-11**
Cancer	160.1	157.6	155.8	151.1	145.9
Injuries	51.0	50.3	49.1	47.7	45.2
Circulatory diseases	174.3	168.0	162.9	157.9	151.1
Life Expectancy at Birth	**2007**	**2008**	**2009**	**2010**	**2011**
Males and females (years)	80.59	80.58	81.09	81.63	81.86
Access to Primary Care through Primary Care Networks	**2008-09**	**2009-10**	**2010-11**	**2011-12**	
Percentage of Albertans enrolled in a Primary Care Network	55%	60%	67%	72%	

GOAL 4: INVEST IN LEARNING

Alberta's economy is knowledge-inspired and its education system is sustainable and meets the lifelong learning needs of Albertans as well as the needs of the province.

Education and innovation are key to Alberta's success in today's rapidly evolving and competitive world. Alberta will rely on an educated and skilled workforce and a collaborative, cutting-edge research community for continued development of its resources and for diversification into new and exciting industries. Every Albertan should have the opportunity to benefit from a quality education, from kindergarten to the highest levels of post-secondary education. Government is committed to ensuring Alberta students, regardless of geographical area or situation, are given the opportunity to expand their education and reach their full potential. A key part of this is strengthening relationships between government, post-secondary institutions, the research and innovation system, and the entrepreneurial business sector to drive a knowledge-inspired economy where Alberta is at the centre of innovation. By attracting people from all over the world to participate in building Alberta's research excellence in the areas of water, energy, health, food and crop development, Alberta will create solutions to global challenges and improve quality of life.

Action to Invest in Learning

To date, government has:

- Introduced the *Education Act* to meet the needs of 21st century students (Education).

In 2013-2014, government will:

- Continue to implement the *Inspiring Education* vision to improve student learning experiences through initiatives such as increased dual credit opportunities for students and a new provincial assessment model for kindergarten to grade 9 (Education).
- Enhance learner pathways to ease the movement of learners into and throughout the advanced learning system (Enterprise and Advanced Education – EAE).
- Implement strategies to engage learners underrepresented in the advanced learning system, including rural and Aboriginal Albertans (EAE and Aboriginal Relations).
- Develop a new Alberta immigration approach, including a highly targeted domestic and international labour market strategy to help meet Alberta's labour challenges (EAE).

Over the next three years, government will:

- Provide $482 million in capital funding directly for Alberta's post-secondary institutions (EAE).
- Expand high-speed internet access to rural Alberta (Service Alberta and Agriculture and Rural Development).

Measuring Performance on Goal 4: Invest in Learning

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2013-14	Target 2014-15	Target 2015-16
High School Completion					
High school completion rate of students within five years of entering grade 10	79.6%	2010-11	81.5%	82.0%	82.5%
Post-secondary Transition					
Percentage of students entering post-secondary programs (including apprenticeship) within six years of entering grade 10	58.4%	2010-11	60.5%	61.0%	61.5%
Literacy					
Percentage of students in grade 9 who achieve the acceptable standard on Provincial Achievement Tests in Language Arts	77.4%	2011-12	80.3%	80.6%	80.9%
Business Expenditures on Research and Development					
Alberta business expenditures on research and development ($ millions)	$1,453	2010	$1,085	$1,155	$1,225

Setting the Context for Goal 4: Invest in Learning

INDICATORS					
Educational Attainment of Albertans Age 25+					
High School Completion (age 25–34)	**2008**	**2009**	**2010**	**2011**	**2012**
Alberta	91.3%	91.0%	90.7%	90.9%	91.2%
Canada	91.8%	92.0%	92.2%	92.5%	92.2%
Post-seconday completion (age 25–64)	**2008**	**2009**	**2010**	**2011**	
Alberta	60%	61%	62%	61%	
Canada	61%	61%	63%	63%	
International Literacy (15 years old)					
Performance of Alberta students in the Programme for International Student Assessment (PISA) of Reading Literacy	**2000**	**2003**	**2006**	**2009**	
Alberta	550	543	535	533	
Canada	534	528	527	524	
OECD Average	500*	494	492	496	
Educational Attainment of Aboriginal Albertans	**2009**	**2010**	**2011**	**2012**	
Post-secondary completion (age 25–64)	46%	46%	48%	51%	

* Three Organization for Economic Co-operation and Development (OECD) countries (The Netherlands, the Slovak Republic and Turkey) were not included in the PISA 2000 assessment.

GOAL 5: PRESERVE THE PROVINCE'S FINANCES

Alberta has a strong fiscal future, well managed finances, wise provincial program and infrastructure spending and intelligent savings and investment policies.

The Government of Alberta faces significant fiscal challenges, while, at the same time, the overall provincial economy remains strong. This means that a thoughtful and measured approach needs to be taken to managing the province's finances. Providing the programs, services and infrastructure to support a growing economy and population remain critical to supporting Alberta's high quality of life. Albertans will need to continue to be informed by a commitment to fiscal responsibility, value for money, and ensuring the right fiscal and regulatory environment exists.

Government's focus is on sustainability – balancing revenue and public spending and ensuring government expenditures are getting the best results for Albertans. Through results-based budgeting all of government's operations will be reviewed, including those delivered through agencies, boards and commissions, to ensure programs and services are achieving the results that Albertans expect, in the most efficient and effective way. Government will not only continue to spend wisely on Albertans' priorities, but it will also operate in an open and transparent fashion that strengthens citizen engagement and service delivery.

Action to Preserve the Province's Finances

To date, the government has:

- Created the Alberta Red Tape Reduction Task Force that heard from Albertans on how to improve the regulatory environment in which small business in Alberta operates. A new web site is available with a listing of government regulations where Albertans can provide feedback on proposed regulations (Executive Council).
- Amended transparency legislation to provide government information and data to citizens in a way that enhances service delivery and facilitates meaningful citizen engagement (Service Alberta).
- Undertaken extensive consultation with Albertans on its savings and capital financing policies and approach to budgeting, and incorporated what was heard during these consultations in *Budget 2013* and introduced legislation concurrently with the budget (Treasury Board and Finance – TBF).

Over the next three years, government will:

- Review all government programs and services through results-based budgeting to ensure they are meeting their intended outcomes and being delivered in the most effective and efficient way possible (TBF).
- Develop a Transportation Strategy for Alberta (Transportation).
- Complete the twinning of Highway 63 between Grassland and Fort McMurray to improve safety and accommodate economic activity (Transportation).
- Reduce/eliminate tax rules that act as barriers to continued employment for those at retirement age (TBF).
- Improve outcomes for Albertans through a revitalized public service that is empowered, responsive, lean and less hierarchical. This will also ensure staff are optimally employed at all levels and are able to reach their full potential (Executive Council).
- Continue to engage Albertans on the economy, budget-setting priorities and how to use our resource revenue to create the next generation economy (TBF).

Measuring Performance on Goal 5: Preserve the Province's Finances

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2013-14	Target 2014-15	Target 2015-16
Credit Rating					
Blended credit rating for domestic debt	AAA	2012	AAA	AAA	AAA

Setting the Context for Goal 5: Preserve the Province's Finances

INDICATORS			
Alberta's Assets			
Alberta's net assets ($ millions)	**2009-10**	**2010-11**	**2011-12**
Net assets on fiscal plan basis	$50,549	$47,089	$46,970
Net assets on consolidated financial statement basis	$61,534	$59,260	$59,113
Economic Diversity	**1985**		**2011**
Percentage of Gross Domestic Product by top three sectors			
Energy	36.1%	Energy	24.8%
Finance and Real Estate	11.0%	Finance and Real Estate	13.5%
Retail and Wholesale	8.1%	Construction	10.8%
Index of Economic Well-Being (Standard of Living)*	**2009**	**2010**	**2011**
Alberta's ranking among the provinces	1st	1st	1st
Alberta's rate	0.678	0.728	0.735
Canada's rate	0.579	0.597	0.606

* The rating indicates Alberta's and Canada's position on an indexed scale derived from weighting four variables of economic wellbeing: consumption, wealth, equality and security.

GOAL 6: INNOVATIVE AND RESPONSIBLE RESOURCE DEVELOPMENT

Alberta's resources are developed using innovative and responsible solutions that protect Alberta's environment and provide a healthy Alberta for future generations.

Albertans have a deep love for their province and its environment. They expect Alberta's natural resources will be developed responsibly and managed in the interest of all Albertans. Government understands it has an important role in providing a secure supply of energy to Alberta's trading partners and assisting in the global challenge of moving to cleaner forms of energy. Alberta also acknowledges the sustainability of the province's forest and agricultural resources and will continue to integrate activities that benefit Albertans through collaborative land-use plan development.

Government is committed to establishing and reaching key environmental outcomes and will share its performance with Albertans and the world. Transparency, action and innovation will underscore government's actions as it moves forward to secure environmental outcomes and, at the same time, Alberta's economic future. Alberta will lead the nation in energy efficiency and sustainability to become a world leader in responsible energy consumption and development and build on its existing environmental, technical and regulatory expertise.

Action to Support Innovative and Responsible Resource Development

To date, government has:

- Amended the *Electric Utilities Act* to ensure all future transmission line projects require complete review and approval by the Alberta Utilities Commission, not government (Energy).

In 2013-2014, government will:

- Respond to the recommendations of the Retail Market Review Committee to enhance Alberta's competitive retail market so that it continues to meet Alberta's electrical and natural gas needs (Energy).
- Enable effective water conservation and management by engaging with Albertans in a water conversation, and renewing the *Water for Life* Action Plan (Environment and Sustainable Resource Development – ESRD).

Over the next three years, government will:

- Work with provincial and territorial partners to develop a Canadian Energy Strategy (Energy).
- Renew the *Climate Change Strategy* to make Alberta the national leader in energy efficiency and sustainability (ESRD).
- Develop a 25 to 40 year vision for Alberta's environmental leadership and growth (ESRD).
- Develop an incentive for energy efficiency including micro-generation (Energy).
- Develop open-source environmental information systems (ESRD).
- Develop a land reclamation framework including strategies to address abandoned energy infrastructure (ESRD).
- Work with the federal government to develop coal-fired and oil and gas regulations that support the common goal of reducing carbon dioxide emissions (ESRD and Energy).
- Collaborate with partners to create innovative solutions in resource development, environmental sustainability, and economic prosperity (Enterprise and Advanced Education).

Measuring Performance on Goal 6: Innovative and Responsible Resource Development

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2013-14	Target 2014-15	Target 2015-16
Total Greenhouse Gas Emissions					
Success in meeting the total greenhouse gas emissions growth targets measured in million tonnes of CO_2 equivalent as outlined in *Alberta's 2008 Climate Change Strategy*	233	2010	260	265	269

Setting the Context for Goal 6: Innovative and Responsible Resource Development

INDICATORS

Air Quality Index	**2010**	**2011**			
Quality of Alberta's air based on five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter	Good air quality 93%* of the time	Good air quality 95%** of the time			
* Based on ten stations / **Based on eleven stations.					
River Water Quality Index	**2006-07**	**2007-08**	**2008-09**	**2009-10**	**2010-11**
Water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides), which are averaged to provide an overall water quality rating	5 out of 6 river systems	5 out of 6 river systems	6 out of 6 river systems	5 out of 6 river systems	5 out of 6 river systems
	Good to excellent water quality				
Oil Sands Mine Permanent Reclamation*	**2009**		**2010**		**2011**
An indication of cumulative terrestrial, wetlands, and aquatics land where landform construction and contouring, clean material placement and reclamation material placement and revegetation has occurred reflective of the approved reclamation and revegetation plans.	4,652 hectares (3,494 hectares terrestrial; 1,158 hectares aquatic and wetlands)		4,835 hectares (3,643 hectares terrestrial; 1,192 hectares aquatic and wetlands)		4,687 hectares (3,537 hectares terrestrial; 1,150 hectares aquatic and wetlands)
* Does not include insitu oil sands. After a period of time, permanently reclaimed land requires a reclamation certificate under the *Environmental Protection and Enhancement Act*. 104.0 hectares have been certified and returned to the Crown.					
Energy Intensity	**2007**	**2008**	**2009**	**2010**	
Amount of energy used per unit of measure					
Residential sector (GJ/m^2) *	1.17	1.13	1.09	1.04	
Industrial sector (MJ/$2002-GDP) **	3.1	3.1	3.7	3.8	
* Gigajoules (billions of joules) per square metre of residential space.					
** Megajoules (millions of joules) per unit of industrial gross domestic product expressed in constant 2002 dollars.					

GOAL 7: BUILD RELATIONSHIPS AND MARKETS

Alberta has access to new markets and enhanced investment attraction through strengthened relationships with existing partners and the creation of relationships with new partners.

Alberta is an export-based economy and its success is dependent on finding accessible ways of moving products to markets. As a leading energy, forestry and agriculture supplier, Alberta is closely scrutinized by the national and international community. Alberta is well positioned to meet the national and international demand for its goods, and government is committed to nurturing and forging strong relationships with key partners, including federal and provincial governments and other nations, to expand market access and meet the demand for Alberta's products.

Government has a unique and strong relationship with Aboriginal communities and people and is committed to strengthening this relationship. Government will work to engage Alberta's Aboriginal population, ensuring they are actively consulted as part of resource development.

Action to Build Relationships and Markets

In 2013-2014, government will:

- Implement a renewed Alberta's International Strategy, including the recommendations of the International Offices review and the launch of the Alberta Externship Program (International and Intergovernmental Relations – IIR).

In the next three years, government will:

- Strengthen government's relationship with Aboriginal Albertans (Aboriginal Relations).
- Expand bi-lateral and multilateral partnerships to develop cooperative approaches on issues of mutual importance with other governments (IIR).
- Reduce barriers to trade, labour mobility and investment (IIR).

Measuring Performance on Goal 7: Build Relationships and Markets

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2013-14	Target 2014-15	Target 2015-16
Manufacturing and Service Industry Investment					
The value of Alberta's capital investment by the manufacturing and services sector in current dollars ($ millions) (annual percentage change)	$10,193 (-8%)	2010	$11,212 (+10%)	$11,997 (+7%)	$12,837 (+7%)

Setting the Context for Goal 7: Build Relationships and Markets

INDICATORS

Investment in Alberta				
Dollars per capita invested	**2008**	**2009**	**2010**	**2011**
Alberta	$24,986	$17,892	$21,861	$23,461
Canada	$10,482	$9,090	$10,165	$10,758

Exports by Sector and Destination	**2011**
Energy	$67.3 billion
Non-Energy	$25.9 billion
Percentage of total exports to U.S.	87%
Percentage of total exports to other (non-U.S.) destinations	13%